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Consulting Engineer

Module #13
Leadership and Ethics

MODULE 13 - LEADERSHIP AND ETHICS

- 13.01 to 13.03 Ethics in the planning, design and construction industry
- 13.04 & 13.05 Quotes concerning leadership, authority and morals
- 13.06 & 13.07 Selected quotes
- 13.08 Leadership - Dwight D. Eisenhower
- 13.09 Elements of effective leadership - Attila the Hun

Ethics in the Planning, Design and Construction Industry

Definitions

- Ethics - A discipline dealing with good, evil, moral duty, and standards of conduct.
- Teleology - The use of ultimate purpose or design as a means of explaining natural phenomena.
- Formal - Belonging to, or being the essential form, or constitution, or structure. Done in proper form.
- Categorical imperative - A moral obligation or command that is unconditionally and universally binding.
- Leadership - The art of getting someone else to do something you want done because he wants to do it. - Dwight D. Eisenhower
- Morals - Of or concerned with the judgment principles of right and wrong in relation to human action and character.
- Behavior - The actions or reactions of persons or things under specified circumstances.

Two basic forms of ethics

- Those dealing with the results (teleological) and those dealing with the means to get the results (formal).

Terms related to ethics

- Morals of a person or group
- Behavior of a person or group
- Standards of conduct
- Codes of practice

How do you view your ethical responsibilities on the job?

Case Studies to test outlooks you and others have about ethics.

1. The case of the OSHA handrails

You are the project manager and superintendent for Minneola Construction, the concrete contractor on a new power house project. Minneola is a prime contractor to the owner and is adding a new turbine floor in an existing building. The project delivery system selected is one in which the owner is acting as the general contractor and is managing the work of several prime contractors including Minneola's.

Safety requirements are clearly spelled out in the contract of the various prime contractors. One of

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these is that a prime must temporarily barricade major floor and roof openings while they are working in or on the area. When the prime contractor moves from the area, the succeeding contractor, or if none, the owner, is responsible for temporary barricades.

You have just completed work at a new 10' x 15' floor opening at the control room level and have properly protected the opening during your work. You now begin to remove the barricades. The owner's representative, Floyd Peterson, asks that you leave the barricades in place for another three days. He explains that they are having trouble getting material for protecting openings in a timely fashion, and there will be no successor contractor for another month.

Earlier that day your boss had told you to dismantle and move your barricade system to the existing motor control floor where you are to start cutting another large opening (20' x 20') tomorrow morning. The barricade system you are using is new and expensive. The system can be moved easily and reused indefinitely, with little parts replacement needed.

It is now noon and you have completed your work at the control room level. You must start tomorrow at the motor control floor opening where the barricade system is to be reused. You have not figured the cost of additional barricades in your estimates. The job thus far has met your cost expectations.

1. What do you do?
2. What are the key factors that lead you to the decision of what to do?
3. How important is your meeting cost expectations to determining what to do?

2. The case of the invisible sprinkler lines

You are a journeyman sprinkler fitter on a school job in Pontiac, Michigan. The approved shop drawings you have in the field show a sprinkler main running above the ceiling from the riser to the branch lines in a small enclosed storage area on the first floor. There are 4 sprinkler heads to be located in the storage room.

You find some difficult interferences with this line and sheet metal ductwork making it impossible to build without redesign of the distribution routing. You call your supervisor and ask him what should be done. He says, "Forget the runs and just install dummy heads in the storage area after the ceiling is in, since nobody will notice it or check it anyway. Arguments with the owner, the architect and the engineer about who's going to pay for correcting the interferences aren't worth the trouble it will take to resolve the problem."

The president of your company happens to be at the project for a job meeting. You see him some distance away as you are told by your supervisor to ignore the piping. Your supervisor has left the area without seeing the president, and the president is walking toward you, obviously with the intent of saying hello and seeing how things are going.

1. What do you do?
2. What considerations influenced your answer?
3. Apply the ethics test to the situation.
4. What will be your opinion one year from now about your course of action today.

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3. The low bidder award

You are on the school board in your small community of Elmwood. Money has become available to design and build a modest addition to the existing school. A short list of contractors to be invited to bid was prepared by the school board. Requests for proposals was sent to those on the list by the architect of record.

During the bidding period, you and other members of the school board have expressed collective opinions that the award must be to the low bidder. The reason is that, although not required by local law, the short listed contractors have been selected to bid after prequalification. The school board is not obligated by law to award to the low bidder.

Your work as a project manager for Angus Construction, general contractors. Angus is on the bidder's list and has submitted a proposal.

Bids are now being opened. The board is listening to the prices being read. The low quote to this point is \$985,692 from Holstein Construction. Angus' bid is opened and read last. It is \$986,002. You were not involved in preparing or submitting the proposal from your company.

In accordance with long custom, the board is now asked to vote by secret paper ballot. The contractor with the most votes wins the job. There are five people on the board, so a tie vote is not possible, since abstentions are not allowed on capital improvement voting.

1. Who do you vote for?
2. Why?

Quotes concerning leadership, authority, ethics and morals

1. Leadership, ethics, and morality principles from quotes of the good and not so good.

1. All authority belongs to the people.— Thomas Jefferson
2. All authority is quite degrading.— Oscar Wilde
3. All sects are different, because they come from men; morality is everywhere the same, because it comes from God.— Voltaire
4. And when we think we lead, we are most led.— Lord Byron
5. Authority is no stronger than the man who wields it.— Dolores E. McGuire
6. Authority without wisdom is like a heavy ax without an edge, fitter to bruise than polish.— Anne Bradstreet
7. Ethics, too, are nothing but reverence for life. That is what gives me the fundamental principle of morality, namely, that good consists in maintaining, promoting, and enhancing life, and that destroying, injuring, and limiting life are evil.— Albert Schweitzer
8. Every great advance in natural knowledge has involved the absolute rejection of authority.— Thomas Huxley
9. He who is firmly seated in authority soon learns to think security, and not progress, the highest lesson of statecraft.— James Russell Lowell
10. If the blind lead the blind, both shall fall into the ditch.— Matthew 15:14
11. If you wish to know what a man is, place him in authority.— Yugoslav Proverb
12. In the great mass of our people there are plenty of individuals of intelligence from among whom leadership can be recruited. — Herbert Hoover
13. Leadership is the other side of the coin of loneliness, and he who is a leader must always act alone. And acting alone, accept everything alone.— Ferdinand Edralin Marcos
14. Leadership: The art of getting someone else to do something you want done because he wants to do it.— Dwight D. Eisenhower
15. Morality is simply the attitude we adopt toward people whom we personally dislike.— Oscar Wilde
16. Morality is the best of all devices for leading mankind by the nose.— Nietzsche
17. Moralizing and morals are two entirely different things and are always found in entirely different people.— Don Herold
18. Nothing is more gratifying to the mind of man than power or dominion.— Joseph Addison
19. So far, about morals, I know only that what is moral is what you feel good after and what is immoral is what you feel bad after.— Ernest Hemingway
20. The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on. — Walter Lippmann
21. The higher you are the further you are expected to see and the more vulnerable you become.-
from various
22. The highest duty is to respect authority.— Leo XIII
23. The history of the world is full of men who rose to leadership, by sheer force of self-confidence, bravery and tenacity.— Mahatma Gandhi
24. The nation will find it very hard to look up to the leaders who are keeping their ears to the ground.— Winston Churchill
25. The wisest have the most authority.— Plato
26. To denounce moralizing out of hand is to pronounce a moral judgment.— H. L. Mencken
27. Turning the other cheek is a kind of moral jiu-jitsu.— Gerald S. Lee

28. Who holds a power but newly gained is ever stern of mood.— Aeschylus
29. You cannot be a leader, and ask other people to follow you, unless you know how to follow, too.— Sam Rayburn

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May 11, 1994

- **And when we think we lead, we are most led.- Lord Byron**

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- **The higher you are the further you are expected to see and the more vulnerable you become. - Various**

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LEADERSHIP:

**THE ART OF GETTING SOMEONE
ELSE TO DO SOMETHING BECAUSE
HE WANTS TO DO IT - Dwight D.
Eisenhower**

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Elements of effective leadership - from Leadership Secrets of Attila the Hun

1. **Loyalty** - faithful to a person, ideal, or custom.
2. **Courage** - The state or quality of mind or spirit that enables one to face danger with self-possession, confidence, and resolution.
3. **Desire** - A wish, longing, or craving.
4. **Emotional stamina** - A complex and usually strong subjective response, as love or fear and the desire to satisfy this response by applying physical or moral strength required to resist or withstand any accompanying fatigue, or hardship.
5. **Physical stamina** - The physical and moral strength needed to resist or withstand any accompanying fatigue, or hardship;pertaining to the body, as distinguished from the mind or spirit.
6. **Empathy** - Identification with and understanding of another's situation, feelings, and motives
7. **Decisiveness** - An attribute characterized by effective decision making, firmness, & resolution.
8. **Anticipation** - Foreknowledge, intuition, and presentiment (a sense of something about to occur)
9. **Timing** - The art or operation of regulating occurrence, pace, or coordination to achieve the most desirable effects.
10. **Competitiveness**- Successful involvement in a contest or similar test of skill or ability.
11. **Self confidence** - Confidence in oneself or one's abilities.
12. **Accountability** - Answerable
13. **Responsibility** - The state, quality, or fact of being capable of making moral or rational decisions on one's own and therefore answerable for one's behavior.
14. **Credibility** - Worthy of confidence; reliable.
15. **Tenacity** - Holding together firmly and being cohesive.
16. **Dependability** - trustworthiness
17. **Stewardship** - The role and responsibility of a person who manages another's property, finances, safety, or other critical affairs.

Michigan Quality Initiative Seminar
Lansing Michigan

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323 Hiawatha Drive
Mt. Pleasant, Michigan 48858
ph 517 772 2537

THE SEVERAL FACES OF PARTNERING - Michigan Quality Initiative Seminar

Location:

1. Kellogg Center, Michigan State University, East Lansing, Michigan

Date:

1. Monday, December 13, 1993

Times:

1. 1:30 pm to 3:00 pm
2. 3:30 pm to 5:00 pm

Objectives of seminar:

1. To educate participants on the many diverse quality issues that are now facing the highway community.
2. To build a better understanding of the critical need for continuous quality improvements.
3. To improve quality throughout the highway industry with emphasis on:
 - a) Customer/supplier relationship.
 - b) Value added.
 - c) Communication.
 - d) Measurement & feedback.

Those expected to attend

1. Key office & field personnel from highway contracting firms, design and testing consultants, material suppliers, cities, counties, the FHWA, and MDOT who are directly responsible for providing quality goods and services.

Panel members:

1. Gerald McCarthy - Moderator - Michigan Concrete Paving, Lansing, Michigan
2. Steve Earl - Panel - MDOT - Construction Division - Kalamazoo, Michigan
3. Jim Klett - Panel - Klett Construction - Hartford, Michigan
4. Ralph J. Stephenson - Consulting Engineer

Major Topic Outline:

1. What is partnering?
 - a) **Partnering is** a system of conducting business that maximizes the potential for:
 - (1) Achievement of project intent.
 - (2) Obtaining specified quality.
 - (3) Encouraging healthy, ethical customer/supplier relationships.
 - (4) Adding value.
 - (5) Improving communication.
 - (6) Providing methods of project measurement & feedback.
 - (7) Providing methods of quickly resolving conflicts by non destructive means at optimal levels of management.
 - b) **Partnering provides** the basis for preventive methods of dispute resolution.
 - c) **Partnering is** an agreement in principle, and must not supersede or supplant the planning, design, and construction contracts in place or to be written and executed.
2. The several faces of partnering:
 - a) A **preventive action** to reduce destructive conflict.
 - b) A **preconstruction conference** to set the operating ground rules not covered by the contract.

- c) A pre design conference to set the operating ground rules not normally covered in the professional services contract.
 - d) A marketing tool to assist competent planning, design, and construction firms reduce debilitating competition for services
 - (1) This debilitating competition most often results in lowered quality from that intended and needed.
 - e) A preprogramming conference to set concept, ideas, intent and direction for the internal staff of the owner and client (conceiver).
 - f) A revisiting & updating action to confirm or revise original operating ground rules that need change due to shifts in emphasis, personnel, operations or other management and technical characteristics of the project.
 - g) A planning, design, construction, and turnover system to guide the unspecified, non contract conduct of the project team.
3. The components of a partnering system:
- a) A project mission statement.
 - b) A set of specific goals and objectives to be achieved within the requirements of the project contract documents.
 - c) An evaluation system that encourages and permits regular, well based evaluations of how well the project team is achieving the mission, and specifically, the goals and objectives spelled out in the charter.
 - d) An issue resolution system that encourages agreement and the closing out of disputes promptly, at the lowest possible management level, and with little, if any, potential for damage to the parties.
4. Milestones & items of importance in the partnering system
- a) Attitudes at the start of the partnering effort.
 - b) Attitudes at the start of the partnering charter meeting.
 - c) Writing the charter
 - d) Attitudes at the end of the partnering charter meeting.
 - e) Preparing the issue resolution system.
 - f) Preparing the partnering evaluation system.
 - g) Periodic evaluation of project performance.
 - h) Issue tracking and resolution.
 - i) Revisiting the charter.

APPENDIX A: SAMPLE PROVISION FOR PROJECT SPECIFICATIONS

PARTNERING. The Owner intends to encourage the foundation of a cohesive partnership with the Contractor and its subcontractors. This partnership will be structured to draw on the strengths of each organization to identify and achieve reciprocal goals. The objectives are effective and efficient contract performance, intended to achieve completion within budget, on schedule, and in accordance with plans and specifications.

This partnership will be bilateral in makeup, and participation will be totally voluntary. Any cost associated with effectuating this partnership will be agreed to by both parties and will be shared equally with no change in contract price. To implement this partnership initiative, it is anticipated that within 60 days of Notice to Proceed the Contractor's on-site project manager and the Owner's on-site representative will attend a partnership development seminar followed by a team-building workshop to be attended by the Contractor's key on-site staff and Owner's personnel. Follow-up workshops will be held periodically throughout the duration of the contract as agreed to by the Contractor and Owner.

An integral aspect of partnering is the resolution of disputes in a timely, professional, and non-adversarial manner. Alternative dispute resolution (ADR) methodologies will be encouraged in place of the more formal dispute resolution procedures. ADR will assist in promoting and maintaining an amicable working relationship to preserve the partnership. ADR in this context is intended to be a voluntary, non-binding procedure available for use by the parties to this contract to resolve any dispute that may arise during performance.

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• **An attempt to answer a frequently asked question.**

I. WHAT IS PARTNERING?

A. Basically, partnering is:

1. A system of conducting business with minimal destructive conflict.
2. A basis for the use of preventive methods of dispute resolution.

B. Partnering is a design and construction standard of etiquette for human behavior in non contract matters. It is intended to be:

1. A process to break down obstacles to good working relations.
2. A moral agreement in principle.
3. A marketing tool to assist competent planning, design, and construction firms reduce the potential for debilitating competition.
4. An action to reduce destructive conflict.
5. A revisiting & updating to validate, confirm, and reinforce; or to revise original operating ground rules that need review.
6. An assist to help reach agreement on common goals and objectives.

C. Partnering is a system of conducting business that maximizes the potential for:

1. Achieving project intent.
2. Obtaining specified quality.
3. Encouraging healthy, ethical customer/supplier relationships.
4. Adding value.
5. Improving communication.
6. Providing project condition measurement & feedback.
7. Providing methods of quickly resolving conflicts by non destructive means at optimal levels of management.

D. Partnering is an agreement in principle, that does not supersede, alter, or supplant the planning, design, and construction contracts in place or to be written and executed.

II. Other names for partnering are:

- A. A handshake agreement.
- B. A gentleman's agreement.
- C. "Let's look at the drawings a bit more closely."
- D. "Let's tally up the favor score?"
- E. "Let's settle this over a beer."

III. What are the components of a partnering system?

- A. A project mission statement.
- B. A set of specific goals and objectives to be achieved within the requirements of the project contract documents.
- C. An evaluation system that encourages and permits regular, well based evaluations of how well the project team is achieving the mission, the goals, and the objectives defined in the charter.
- D. An issue resolution system that encourages agreement and the closing out of disputes promptly, at the lowest possible management level, and with little, if any, potential for damage to the parties.

IV. What else does competent partnering require?

- A. Team building.
- B. Management of quality, applied at the proper level.
- C. Leadership that encourages analysis, articulation, communication, and action at all project management levels.
- D. Technical competence properly applied.

- E. A desire to be an at-risk stakeholder.
- F. Constructive project ownership.
- V. Why is partnering applicable in today's construction industry?
 - A. What value is added by partnering?
 - 1. Lower costs to resolve conflicts.
 - 2. Quicker settlement of conflicts.
 - 3. Knowledgeable professionals make the resolution decisions.
 - 4. Decision makers are closer to the resolution process.
 - 5. Nature of decisions rendered lessen the probability of appeal.
 - 6. Participants gain privacy in the resolution process.
 - 7. Probability of fair resolution is increased by timely consideration of the dispute.
 - 8. Helps cross critical transition points by setting the ground rules for the crossing.
 - B. Where and why has partnering been successful?
 - 1. Comments on partnering from the Albuquerque District Corps of Engineers staff in a guide to partnering dated February, 1991.

"Our experience is positive based on six contracts with four of them substantially complete." Benefits include:

- a) Disputes reduced - no formal claims.
- b) Common objectives achieved (schedule, safety, etc.).
- c) Increased responsiveness.
- d) Higher trust levels.
- e) Improved communication.
- f) Excellent cooperation & teamwork.
- g) Increased value engineering proposals.
- h) Developed expedited process for tracking and resolving open items.
- 2. Comments on partnering by Colonel Charles E. Cowen - Commander Portland District Corps of Engineers in a strategy for partnering in the public sector - April 15, 1991.
 - a) 80 to 100 % reduction in cost growth over the life of major contracts.
 - b) Time growth in schedules virtually eliminated.
 - c) Paper work reduced by 66%.
 - d) All project engineering goals met or exceeded.
 - e) Completion with no outstanding claims or litigation.
 - f) Safety records significantly improved.
 - g) Pleasure put back in the process for all participants.
- 3. Combination partnering relationships surveyed & studied by the Construction Industry Institute and reported in the publication ("In Search of Partnering Excellence" - July 1991).
 - a) Shell Oil/SIP Engineering - 1984.
 - b) DuPont/Fluor Daniel - 1986.
 - c) Proctor & Gamble/Fluor Daniel - 1986.
 - d) Proctor & Gamble/BGP - 1986.
 - e) Shell Oil/Bechtel - 1987.
 - f) DuPont/MK - Ferguson - 1987.
 - g) Shell Oil/The Ralph M. Parsons Company - 1987.
 - h) Alcan/Fluor Daniel - 1988.
 - i) Union Carbide/Bechtel - 1988.
 - j) DuPont/Day & Zimmerman - 1988.
 - k) Great Northern Nekoosa/Rust International - 1988.

- l) Pillsbury/Fluor Daniel - 1989.
- m) Hoffman-LaRoche/Day & Zimmerman - 1989.
- n) Chevron/Bechtel - 1989.
- o) Bethlehem Steel/United Engineers & Constructors - 1989.
- p) Proctor & Gamble/M. W. Kellogg - 1989.
- q) Chevron/Besteel - 1990.
- r) DuPont/H. B. Zachry.

C. Situations in which partnering may be difficult to use.

- 1. Where the parties intend to pay lip service only to the partnering effort.
- 2. Where individuals in key technical or management positions choose to resist intelligent discussion and fair decision making.
- 3. Where early commitments by the owner have made good intercontract relationships difficult or impossible to maintain.
- 4. Where construction contracts are let as the documents are being released for field use.
- 5. Where several parties to the contract prefer to resolve disputes by contested claiming & binding resolution.
- 6. Where poor contract documents are made the basis of the partnering effort.
- 7. Where excessive, one sided conditions are placed on sub contractors by prime contractors.
- 8. Where unfair or obscure payment processing systems are specified and enforced.
- 9. Where risk has been poorly defined and unfairly allocated.

VI. What are some of the action ingredients of a successful partnering effort?

- A. Generate and maintain a strong desire to achieve project success for all.
- B. Make intelligent commitments.
- C. Avoid accepting or imposing unreasonable risk.
- D. Work and act ethically, morally, and with integrity.
- E. Work and act from a position of fairness rather than a position of power.
- F. Suppress greed.
- G. Try to establish an honest feeling of trust among participants.
- H. Gain support from the participants and stakeholders.
 - I. Assign experience, competent people to responsible management positions.
 - J. Have empathy.
- K. Prepare a good charter, a good partnership evaluation system, and a good issue resolution process.
- L. Allow time to make the partnering system work.
- M. Recognize and celebrate success.
- N. Gain the support and participation of higher management.
- O. Develop and use guidelines and evaluation systems for measuring performance quality.

VII. Alternative dispute resolution (adr) systems

A. Non binding

- 1. *Prevention methods* - produces maximum harmony - usually least cost.
 - a) Intelligent and proper risk allocation.
 - (1) Risk should be assigned to the parties that can best manage or control the risk - for example:
 - (a) The architect, if the owner has prepared a well conceived and clearly stated program from which to begin design development.
 - (b) The owner, if the a/e is expected to assemble and write the program.

- (c) The contractor, where full, well prepared, and checked construction documents are available.
- (d) The owner, where construction begins before construction documents are complete.
- (2) Attempts to shift risks to architects, engineers or contractors not able to absorb these risks is not cost-effective
 - (a) Reduces competition
 - (b) Increases costs due to greater contingency allowances.
 - (c) Increases costs and reduces effectiveness because of the potential for increased numbers and intensity of design & construction project disputes.
- b) Incentives for cooperation.
 - (1) Incentives or bonus provisions
 - (2) Disincentives or penalty provisions
- c) Partnering.
 - (1) Stresses good faith agreements
 - (2) Emphasizes teamwork
 - (3) Encourages good communications
- 2. *Internal negotiation methods* - parties involved conduct negotiations - requires consensus - relatively cost free.
One method of using the internal method is to include an resolution method in the issue resolution policy that conflicts will first be submitted to a specified group of stakeholders for advice as to settlement methods and a possible resolution.
 - a) Direct negotiations (often start at UDM level).
 - b) Step negotiations (usually start at dispute originating level).
 - (1) If the dispute is not resolved at the originating level, it is moved up to the next management level until a resolution is reached.
- 3. *Informal external neutral methods* - selected external neutral serves as a informal dispute-resolver - relatively low cost. Usually requires nominal preparation.
 - a) Architect/engineer rulings.
 - (1) May be respected even though not legally binding.
 - (2) Must be impartial
 - b) Dispute resolution board.
 - (1) One member selected by owner and approved by contractor; one by the contractor and approved by the owner; a third by the first two members. Third selection usually acts as chairman.
 - (2) Those selected should be from the design & construction industry.
 - (3) Must have no conflict of interest.
 - (4) Conduct investigations and hearings on disputes and publish prompt opinions re the dispute.
 - c) Independent advisory opinion.
 - (1) Mutually agreed upon neutral expert meets informally with interested parties, obtains information from both, and render prediction as to the ultimate outcome if not resolved at meeting level.
- 4. *Formal external neutral method* - selected external neutral(s) serves as formal dispute resolver - relatively low cost - usually requires considerable preparation, and may require legal assistance.
 - a) Mediation - settlement conferences and informal hearings conducted by a neutral third party.

- b) Minitrial - private settlement method usually initiated by an agreement between the parties - less formal than mediation.
- c) Advisory opinion - neutral expert meets formally with both parties, obtains information from both, and render prediction as to the ultimate outcome if adjudicated.
- d) Advisory arbitration - abbreviated hearing before neutral expert(s). Arbitrator(s) issue advisory award, and render prediction as to ultimate outcome if adjudicated.

B. Binding

- 1. *Outside of courtroom* - dispute given to knowledgeable third party - moderate cost - may require legal assistance.
 - a) Binding arbitration
 - b) Private judge
- 2. *Inside of courtroom* - most expensive - usually requires legal assistance.
 - a) Bench trial - before a judge
 - b) Jury trial - before a jury

VIII. Definitions

A. Alternative dispute resolution

A method of resolving disputed design and construction claims outside the courtroom.

B. Partnering 1 - A. G. C.

A way of achieving an optimum relationship between a customer and a supplier. A method of doing business in which a person's word is their bond and where people accept responsibility for their actions.

Partnering is not a business contract, but a recognition that every business contract includes an implied covenant of good faith.

C. Partnering 2 - C. I. I.

A long term commitment between two or more organizations for the purpose of achieving specific business objectives by maximizing the effectiveness of each participant's resources.

(This requires changing traditional relationships to a shared culture without regard to organizational boundaries. The relationship is based upon trust, dedication to common goals, and an understanding of each other's individual expectations and values. Expected benefits include improved efficiency and cost effectiveness, increased opportunity for innovation, and the continuous improvement of quality products and services.)

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D. Partnering 3 - combined.

A method of conducting business in the planning, design, and construction profession without the need for unnecessary, excessive and/or debilitating external party involvement.

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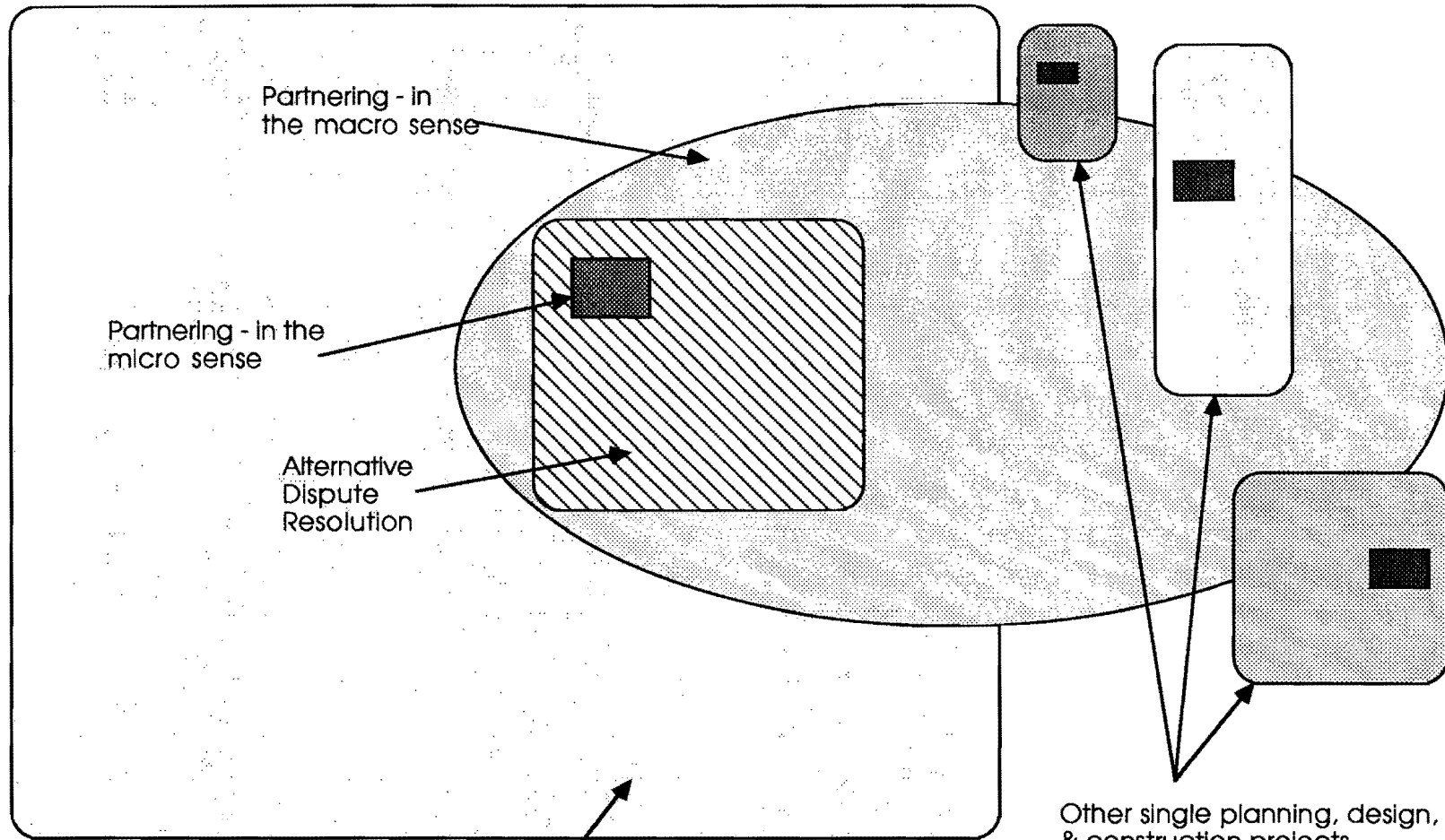
E. Partnering charter

The basic manual for operating a partnering system. Contains at a minimum, the mission of the project team, and their objectives for the project. Usually is signed by those writing the document.

The charter is an agreement in principle and must not supersede or supplant the design and construction contracts in place or to be written.

F. Stake holder

An at-risk member of the charter writing team who has signed the charter.



A single planning, design,
and construction project.

Partnering - in
the macro sense

Partnering - in the
micro sense

Alternative
Dispute
Resolution

Other single planning, design,
& construction projects

Projects, Partnering and ADR

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no 433, Feb, 94

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